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Correspondence*

12 September 1952

MEMORANDUM FOR: MR. EDMUND L. TAYLOR, P  
Psychological Strategy Board

SUBJECT : Comments on PSB Working Draft of subject, "Improvement  
of Planning Procedure," dated 2 September 1952

1. Informal comments on PSB working draft, subject above, are transmitted for your consideration.

2. The subject working draft indicates that considerable experience has been gained during the past year in the formulation of psychological strategy plans. The general views of several CIA participants in planning panels can be summed up as follows:

- a. There is need for streamlining existing planning procedures.
- b. Planning documents should be written in "strategic language," and avoid references to operational details.
- c. Pre-planning work tasks should be completed by the PSB Staff or participating agencies or departments before actual planning begins.
- d. Simplified PSB-approved planning format should be adhered to by all planning panels.
- e. Procedures for planning and approval of plans should be formalized by the Board.
- f. The planning responsibilities of the PSB Staff and the panels should be clarified.

3. Further, it is the opinion of CIA panel participants that a simplified planning format should include the following provisions:

- ✓ a. A brief statement of fundamental U. S. policy.
- ✓ b. A statement of basic objectives.

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✓ c. A brief statement of the strategic situation within a country and between the country and other countries having important interests in the area. (This statement should include analysis of the extent of Communist influence and the means by which that influence is exerted.)

✓ d. A delineation of over-all strategy to be applied.

✓ e. An identification of action resources available to support strategy.

✓ f. A list in the order of priority of measures calculated to achieve specific objectives.

4. If the planning procedures paper is to be revised, we would suggest that it be synthesized, and, perhaps, divided into the following categories:

✓ a. Procedure for pre-planning activities by PSB Staff, including formulation of terms of reference.

b. Procedure for planning, to include a statement of governing principles.

✓ c. Procedure for plans approval.

✓ d. There should be appended to the paper the following annexes:

✓ (1) A brief dissertation on the past panel procedures and the problems encountered (that facet of the paper now covered in each section as "Analysis of Present Situation").

✓ (2) Proposed PSB planning format.

✓ (3) Flow chart which indicates the several steps from pre-planning to the implementation stage. (NARRATIVE)

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